

## INTISARI

Persaingan pada bisnis BBM ritel non subsidi dipengaruhi oleh kebijakan pemerintah dalam penentuan harga BBM bersubsidi, karena BBM bersubsidi merupakan produk substitusi yang mudah dijangkau. Sejak Nopember 2014, harga BBM bersubsidi telah berubah 5 kali. Perubahan tersebut berdampak pada meningkatnya persaingan bisnis BBM ritel non subsidi karena disparitas harga yang sempat menipis, sehingga sebagian konsumen BBM bersubsidi beralih ke BBM non subsidi. Hal ini menjadi perhatian Pertamina, karena apabila konsumen BBM bersubsidi beralih membeli BBM non subsidi ke pesaingnya, maka ada penurunan penjualan produk. Pertamina harus mampu mempertahankan konsumen BBM bersubsidi agar tetap membeli BBM non subsidi di SPBU Pertamina.

Penelitian ini bertujuan mengevaluasi dan mereformulasi strategi Pertamina untuk memenangkan persaingan di bisnis BBM ritel non subsidi. Metode analisis data yang digunakan adalah deskriptif analitik. Analisa dilakukan dengan menggunakan analisa lingkungan eksternal (PEST), internal (sumberdaya dan kapabilitas), analisa lingkungan industri (5 Forces), dan analisis VRIO.

Dari hasil analisis dapat disimpulkan bahwa Pertamina memiliki kekuatan outlet penjualan serta sarana dan fasilitas distribusi di seluruh Indonesia, namun memiliki kelemahan dalam kualitas layanan. Promosi yang efektif belum dilakukan Pertamina antara lain karena keterbatasan dana, sehingga diferensiasi produk juga belum jelas dikomunikasikan kepada target pasar. Untuk kualitas produk yang lebih baik, Pertamina terus melakukan penelitian dan pengembangan produk untuk memenuhi spesifikasi teknologi permesinan. Merek Pertamina lebih unggul dibandingkan pesaing di kelasnya, namun untuk Pertamina Plus masih kalah. Untuk Pertamina Dex belum digarap dengan maksimal. Pertamina Racing dan Peralite merupakan produk yang tidak memiliki pesaing di Indonesia. Untuk dapat memenangkan persaingan di bisnis BBM ritel non subsidi, maka lebih tepat bagi Pertamina untuk mengambil strategi *best cost provider*, yaitu strategi yang menggabungkan strategi *low cost* dan diferensiasi.

*Kata kunci: bahan bakar minyak, non subsidi, Pertamina, strategi bersaing*

## ABSTRACT

*Competition in non-subsidized retail fuel business is influenced by government policies in determining the price of subsidized fuels since it is an affordable substitutive product. Since November 2014 the price of subsidized fuel has changed five times. Those changes affected the increasing business competition for non-subsidized retail fuel because of the small disparity in price which caused the subsidized fuel consumers to switch into non-subsidized fuel. Pertamina become concerned of this because if subsidized fuel consumers end up buying non-subsidized fuel to its competitors there will a decrease in product sales. Therefore Pertamina must be able to influence consumers to keep buying non subsidized fuel in its fueling stations.*

*This research aims to evaluate and reformulate strategies for Pertamina to win the competition in non-subsidized retail fuel business. The analysis method used is analytic descriptive. The analysis is carried out using external environment analysis (PEST), internal (resources and capability), industrial environment analysis (5 forces) and VRIO analysis.*

*From the analysis can be concluded that Pertamina has the strength of sales outlets along with infrastructures and distribution facilities all over Indonesia but on the other hand Pertamina has a weakness in service quality. Effective promotion has yet to be done due to funding limit which caused product differentiation has yet to be clearly informed to the targeted market. To increase product quality, Pertamina continues to do research and development of product to fulfill machinery technology requirements. Pertamina brand is a winner amongst other fuels in its class but Pertamina Plus is still losing. Meanwhile Pertamina Dex has not been fully worked on. Pertamina Racing and Pertalite has not had any competitors in Indonesia. In order to win the competition in non-subsidized retail fuel business it is best for Pertamina to use the best cost provider strategy which is a strategy that combines low cost and differentiation strategy.*

*Keywords: fuel oil, non-subsidized, Pertamina, competitive strategy*